Civil Society for Accountable Governance and Citizen Security Project

Quarterly Report – Year 1
January 2016 – March 2016

DISCLAIMER

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ACRONYMS

BSMP	Branding Strategy and Marking Plan
CEPPS	Consortium for Elections and Political Processes Strengthening
CICIG	International Commission against Impunity in Guatemala (*In Spanish Comisión Internacional contra la Impunidad en Guatemala)*
COP	Chief of Party
CoST	Construction Sector Transparency Initiative
CSAGCS	Civil Society for Accountable Governance and Citizen Security
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
DEC	Development Experience Clearinghouse
DOSES	Association for Development, Organization, Services, and Sociocultural Studies (*In Spanish Asociación Desarrollo, Organización, Servicios y Estudios Socioculturales*)
EMMP	Environmental Mitigation and Monitoring Plan
ENADE	National Meeting of Entrepreneurs
FY	Fiscal Year
GCSS	Global Civil Society Strengthening
GOG	Government of Guatemala
HQ	Headquarters
ICEFI	Central American Institute of Fiscal Studies (*In Spanish Instituto Centroamericano de Estudios Fiscales)*
IFES	International Foundation for Electoral Systems
IGSS	Guatemalan Social Security Institute (*In Spanish Instituto Guatemalteco de Seguridad Social*
IREX	International Research and Exchanges Board
LAC	Latin America and the Caribbean
LWA	Leader with Associates
M&E Plan	Monitoring and Evaluation Plan
OD	Organizational Development
OGP	Open Government Partnership
PO	Program Officer
PODA	Participatory Organizational Development Assessment
RFA	Request for Applications
RRF	Rapid Response Fund
Q	Quarter
STTA	Short-Term Technical Assistance
USAID	United States Agency for International Development
USG	United States Government
Y	Year

I.   EXECUTIVE SUMMARY

The Civil Society for Accountable Governance and Citizen Security[1] Project (CSAGCS) is a five-year program financed by the U.S. Agency for International Development (USAID) under the framework of the Global Civil Society Strengthening Leader with Associates (GCSS-LWA) Agreement. The overall goal of the Project is to strengthen and develop the capacity of Civil Society Organizations (CSOs) in Guatemala to play a more effective role in addressing accountability, transparency and anti-corruption related issues. The Project will support and build the capacity of CSOs through two complementary and mutually reinforcing objectives: **Objective 1:** Support Targeted CSOs' Efforts to Promote Accountable Governance and Combat Corruption; and **Objective 2:** Strengthen Institutional and Technical Capacity of Targeted CSOs. The project is implemented by Counterpart International Inc. (Counterpart) in partnership with Palladium, the International Foundation for Electoral Systems (IFES), and the International Research and Exchanges Board (IREX).

This report covers the second quarter (Q2), January - March, 2016, of Project Year One (Y1) of the Project's implementation. In Q2, the Project moved beyond initial start-up and began engaging with local civil society partners and key stakeholders and also expanded its outreach to CSOs beyond its initial mapping of CSOs carried out in Q1. The mapping exercise was undertaken to determine the CSOs' relative capacity and sectors of expertise such that Counterpart could ascertain their ability to become subgrantees and undertake the activities of the Project. This mapping of CSOs served as the basis for narrowing, but not limiting, the identification of future potential Project subgrantees and partners (to be identified in the next quarter), as well as areas for coordination and coalition-building amongst CSOs and key stakeholders.

Additionally, the Project initiated both one-on-one and group meetings with CSOs at large to introduce them to the Project's objectives and to outline upcoming opportunities for Guatemalan CSOs to engage in both anti-corruption/transparency advocacy initiatives and in their own organizational development (OD). It was important to orient CSOs on the Project, emphasizing its unique OD-focus since historically funding has been primarily activity-based, with many of the established Guatemalan CSOs (e.g. *Acción Ciudadana*, ASIES, and *Fundación Myrna Mack*) having been recipients of international funding in one form or another since the signing of the 1996 Guatemalan Peace Accords, or even before.[2]

The Project also facilitated the first meeting of a core group of four local CSOs ready to engage with the new Government of Guatemala to develop the next round of commitments for the Open Government Partnership (OGP). This facilitation of collaboration and coordination amongst these CSOs is the first step in ensuring an organized and cohesive response and involvement of the civil society sector in the development of Guatemala's 3rd OGP Action Plan for 2016 – 2018.

The Project team also responded to USAID's questions regarding the Work Plan, Monitoring and Evaluation Plan (M&E Plan), Subaward[3] Manual, Rapid Response Fund Manual, and Branding Strategy and Marking Plan (BSMP). The Project launch event, website design, and external marketing of the Project

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[1] Note that per the Cooperative Agreement - the program's name is the Civil Society for Accountable Governance and Citizen Security (CSAGCS) Program. Upon conversations with USAID as of November 6, 2015, Counterpart was requested by USAID to remove the term "Citizen Security" from the title making the new acronym CSAG; however, until USAID formally modifies the Cooperative Agreement Counterpart must use the full proper name and acronym.

[2] *Civil Society Organizations (CSO) Mapping Report* of the USAID Civil Society for Accountable Governance Project – Guatemala, January 2016

[3] The term "subaward" refers to awards for both U.S.-based and local subrecipients. The term "subgrant" refers to the award for local subrecipients only (also referred to as subgrantees in this report).

have been delayed pending a decision by USAID on the Project's name in order to be in compliance with the new USAID regulations on project names and branding[4].

The recruitment of the Project team was nearly complete by the close of Q2, with the exception of the following: Finance Officer, Accountant, 2 Drivers, Gender Specialist (Palladium staff), and the Deputy Chief of Party (the third candidate proposed to USAID was not approved as Key Personnel). To assist the Project field team in this critical period, Counterpart headquarters (HQ) also deployed a number of short-term technical assistance (STTA) to the field to support overall administrative and programmatic startup. The following individuals were deployed and/or utilized through remote assistance:

- **Grants Specialist** (February 15-29, 2016) to support subaward administration and management;

- **OD Specialist** (March 27-April 9, 2016) to contextualize Counterpart's OD Tools to Guatemala and train staff in the methodology;

- **Knowledge Management Specialist** (March 27-April 9, 2016) to develop the Project's Learning Framework and introduce the Most Significant Change methodology;

- **HQ-based Program Officer (PO)** (March 6-April 19, 2016; March 27-April 16, 2016) to provide orientation to staff on Counterpart's Intranet, Procurement and OD processes, and facilitate the OD team training mentioned above;

- **HQ-based Latin America and Caribbean (LAC) Regional Director** (March 13-19, 2016) to cement relationships with the donor and address any pending questions related to key programmatic deliverables;

- **Senior Level Governance and Civil Society Specialist STTA** (March 29, 2016) to support the completion of specific Project startup deliverables and assist with day-to-day Project management.

In Q2, Counterpart and its implementing partners – IREX, IFES and Palladium – continued quarterly coordination meetings to ensure the successful implementation of the Project. IREX and IFES both completed their recruitment of local staff and IREX deployed their HQ support officer to Guatemala to train the Project's Media Communications Specialist. Negotiations with Palladium on the subaward agreement were being finalized at the end of Q2.

II.   POLITICAL CONTEXT

Guatemala is currently in the midst of a delicate political situation. Since the citizen protests against state corruption in April 2015 and the subsequent elections in September 2015, civil society actors, citizenry and political parties have been pushing for a political reform agenda.[5] However, the new government lacks experience and has failed to staff key posts in a timely manner; which some CSO opinion leaders, including the CSO ASIES[6], believe has hindered the Government of Guatemala's (GOG's) progress on reforms and institutional change expected by citizens and civil society.[7]

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[4] As of April 29, 2016, the Work Plan has been approved, with other deliverables pending finalization.
[5] Andrino, J (2015). La perspectiva de 2016 para Guatemala. Diario La Hora. http://lahora.gt/la-perspectiva-de-2016-para-guatemala/
[6] Caubilla, R (2016). ASIES crítica falta de liderazgo del Presidente Jimmy Morales. Soy 502. http://www.soy502.com/articulo/asies-critica-falta-liderazgo-presidente-jimmy-morales
[7] Sanchinelli, B (2016). La imagen de Jimmy Morales. Prensa Libre. http://www.prensalibre.com/opinion/la-imagen-de-jimmy-morales

In January 2016, a new political reality came into effect resulting from the 2015 elections, as on January 14, 2016, newly elected President Jimmy Morales took office for the period of 2016-2019.[8] While Morales expressed the importance of citizen participation in improving accountability in Guatemala in his inauguration speech,[9] the perception of many local CSOs is that his administration has not been effective in advancing the transparency agenda.[10]

Additionally, the GOG began coordinating meetings of the National Alliance for Transparency in January 2016.[11] This alliance of public institutions was proposed by the CSO *Acción Ciudadana* (a Guatemalan chapter of Transparency International) on October 22, 2015, during the National Meeting of Entrepreneurs (ENADE) in order to publicly commit the future president of Guatemala to work with other institutions in the design and execution of anti-corruption measures and comply with international commitments such as the Open Government Partnership (OGP) Country Action Plan, International Conventions Against Corruption, and the Construction Sector Transparency Initiative (CoST). At the time, all presidential candidates promised to create the alliance once elected. This inter-agency alliance of government agencies and the CSO *Acción Ciudadana* seeks to create a space for decision making. The following public institutions are included in the signed alliance declaration: Human Rights Ombudsman; Solicitor General's Office; Office of the Comptroller General; the Vice-President's Office; and the Attorney General's Office.

Soon after the presidential inauguration in January 2016, the president's office announced that the alliance had been formed with its main objective to create a coordinated National Transparency Policy with input from various state agencies.[12] However, as of the end of March 2016, the GOG still has not made public the specific objectives and mechanisms to be used by this alliance. Furthermore, there was no connection between this alliance and the GOG's intended continued participation in the OGP, which Guatemalan CSOs had anticipated from the new government. By the end of March, the GOG's representative assigned to the OGP had not yet been appointed, without which the OGP initiative in Guatemala cannot move forward.

On the same date that Morales took office, the newly elected President of Congress Mario Taracena took office for a one-year term.[8] In opposition to what is being seen in the Executive branch, Taracena has been perceived as the driving force behind some of the most recent transparency initiatives. As such, he has overshadowed the Executive branch on this subject. For example, he published Congressional payroll figures in compliance with the standards set forth by the Freedom of Information Act[13]. Taracena also began the discussion and subsequent approval of reforms to the "Organic Law of the Legislative Branch;" and he

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[8] Jimmy Morales asume Presidencia de Guatemala. ElPeriódico. http://elperiodico.com.gt/2016/01/14/pais/jimmy-morales-el-presidente-50-de-la-republica-de-guatemala/

[9] Reference of Speech: http://www.prensalibre.com/guatemala/politica/en-directo---jimmy-morales-asume-presidencia-de-guatemala

[10] Cien días de gobierno: Evaluación a transparencia. Prensa Libre. http://www.prensalibre.com/guatemala/politica/cien-dias-de-gobierno-evaluacion-a-transparencia
Integrantes del G4 reprueban la gestión de Jimmy Morales (2016). ElPeriódico.
http://elperiodico.com.gt/2016/03/08/pais/integrantes-del-g4-reprueban-la-gestion-de-jimmy-morales/

[10] Soy 502: http://www.soy502.com/foto-galeria/carlos-mencos-jafet-cabrera

[11] Soy 502: http://www.soy502.com/foto-galeria/carlos-mencos-jafet-cabrera

[12] Diario de Centroamérica – 28/01/2016 http://www.dca.gob.gt/index.php/nacional/item/40495-instalan-alianza-por-la-transparencia and El Periódico – 23/10/2015 http://elperiodico.com.gt/2015/10/23/pais/la-alianza-por-la-transparencia-no-depende-de-un-gobierno-manfredo-marroquin-presidente-de-accion-ciudadana/

[13] http://www.congreso.gob.gt/manager/images/C444F1CB-1D95-41EA-5950-4382B7F77FFB.pdf

is moving forward the discussion of amendments to the Electoral and Political Party Law, which would put in place more controls over political party financing.[14]

In parallel with the efforts to dismantle the networks of state corruption that led to the fall of the previous government, several high profile judicial proceedings are taking place. These include the prosecution of former President Otto Perez Molina and former Vice President Roxana Baldetti for their involvement in the corruption network called "La Línea[15]," the Guatemalan Social Security Institute (IGSS) – Pisa Pharmaceutical Company[16] case, the Lake Amatitlán[17] procurement case involving the former Vice President, and the trial of former President of Congress Gudy Rivera[18]. These sensitive cases exemplify the fight against corruption but also test the independence of the judiciary due to the high political profile of the accused.

Political pundits and the media see the government's lack of a defined anti-corruption agenda and failure to articulate concrete actions related to its anti-corruption commitment after 3 months in office as problematic.[19] However, the Congress, which is dominated by the opposition, is promoting justice sector, political system, and transparency reforms. Therefore, it is in the Congress where the day-to-day political attention is focused, highlighting their important role in promoting change and reform in Guatemala.[20]

In this environment, it is vital that the Project identify potential opportunities and challenges for Project intervention. By working with CSOs with anti-corruption agendas, the Project plans to support these reform initiatives and have positive influences on their efforts.

III. ANALYSIS

As mentioned in the Executive Summary, Q2's technical activities have set the foundation for establishing long-term relationships with Project partners and stakeholders, which will ensure achievement of Project results over the course of the Project. For example, by completing the initial mapping of 73 CSOs to determine their relative capacity and sectors of concentration, the Project was able to identify by the end of Q2 10 Leader CSOs, 32 High Potential CSOs, 7 categorized as Other Civic Actors, and 24 CSOs identified and contacted to participate in the mapping but have yet to submit the requested questionnaire. This identification is the first step in selecting Year 1 and some of Year 2's subrecipients, and also allowed the team to identify areas for coordination and coalition-building amongst CSOs and key stakeholders (e.g. the OGP Initiative).

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[14] España, M (2016). Taracena hace corte de caja de su primer mes en el Congreso. Diario Digital.
http://diariodigital.gt/2016/02/taracena-hace-corte-de-caja-de-su-primer-mes-en-el-congreso/

[15] La Línea corruption case ("La Línea" meaning the "telephone line" used by the corruption ring) began in Guatemala on April 16, 2015, when the International Commission against Impunity in Guatemala (*In Spanish: Comisión Internacional Contra la Impunidad en Guatemala, CICIG*) and the State prosecutors accused a number of politicians within the Administration of President Otto Pérez Molina of having set up a customs corruption ring with the help of high-ranking officials within the tax and customs administration.

[16] Some former officials from the IGSS and the Pisa Pharmaceutical Company are awaiting trial for deaths related to corruption in dialysis facilities.

[17] Lake Amatitlán is the fourth largest lake in Guatemala and the former Vice President is implicated in a case investigating the questionable procurement of chemical fluids to reduce its pollution.

[18] The former president of the Congress of Guatemala Gudy Rivera was arrested by the authorities accused of having tried to bribe a judge to resolve this legal recourse in favor of former Vice President Roxana Baldetti, imprisoned for corruption.

[19] Alay, A. (2016). Gobierno cuestionado. Revista Crónica. http://cronica.gt/2016/04/05/gobierno-cuestionado/

[20] Análisis de coyuntura. El 14 de enero, la agenda de reformas la puso el Congreso. El Periódico.
http://elperiodico.com.gt/2016/01/17/domingo/el-14-de-enero-la-agenda-de-reformas-la-puso-el-congreso/

Other key foundation-building work done by the Project includes one-on-one and group meetings with CSOs as part of an orientation process to the Project's objectives and OD focus. When the Guatemalan Peace Accords were signed in December 1996, the Constitution was reformed in such a way as to allow for institutionalized channels for civil society participation,[21] and CSOs played a major role in implementing the main goals of these peace accords[22] and therefore saw an increase in international funding. Hence, because many of the established Guatemalan CSOs (e.g. *Acción Ciudadana*, ASIES, and *Fundación Myrna Mack*) have been recipients of international funding in one form or another since the signing of the 1996 Guatemalan Peace Accords, or even before, it was important to orient CSOs on the Project, emphasizing its unique OD-focus.

Despite the GOG's reticence in assigning an OGP representative the Project team has begun working with a core group of four local CSOs - *Asociación Desarrollo, Organización, Servicios y Estudios Socioculturales* (DOSES), *Red Ciudadana*, *Congreso Transparente*, and *Guate Cívica* - in order to facilitate Guatemala's civil society participation in the development of the country's OGP 3rd Action Plan. Counterpart believes that participation in the OGP initiative and raising awareness of the existence and importance of international anti-corruption and transparency initiatives is integral for the success of the CSAGCS program and for the future of CSO capacity in Guatemala. Most of these CSOs have played important roles in the previous OGP Action Planning processes[23], and their lessons learned from these experiences will be integral in the development of the 3rd Action Plan. One lesson learned is the importance of the coordinated participation of civil society that will gather and articulate the commitments proposed to the GOG for inclusion into the OGP Action Plan. Also, these core CSOs have manifested the importance of working in collaboration with Government by incorporating this cooperation into the strategic plan being developed for engaging civil society in the planning process, thus creating the partnership that the OGP initiative entails. This collaboration directly relates to the Project objective to support targeted CSOs' efforts to promote accountable governance and combat corruption.

The work undertaken during Q2 to introduce CSOs to the Project's goals, objectives and opportunities laid the foundation for future partnerships and collaboration, especially with the CSOs initiating civil society's engagement with the 3rd OGP Action Plan.

IV. SUMMARY OF ACTIVITIES

PROGRAMMATIC START-UP

USAID Deliverables: In Q2 Counterpart, both our HQ and our local Project team, responded to USAID's comments on deliverables submitted in the previous quarter, including the Year 1 Work Plan, Subaward Manual, M&E Plan, and BSMP. Additionally, the Project also submitted for USAID approval the Gender Equity Strategy and a separate Rapid Response Fund Manual. The Project also adapted and translated into

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[21] https://www.oecd.org/derec/norway/48086892.pdf

[22] http://lanic.utexas.edu/project/hemisphereinitiatives/whogoverns.pdf

[23] *Guate Cívica* participated consistently in the previous OGP Action Plan. *Congreso Transparente* led the independent evaluation of the 1st OGP Action Plan and participated consistently in the 2nd. DOSES led the independent evaluation of the 2nd Action Plan. *Red Cuidadana* had been invited to work with OGP due to their expertise on Open Data. Another key CSO participant in the 2nd OGP process is *Instituto Centroamericano de Estudios Fiscales*-ICEFI, however, they left this OGP initiative in late 2015 during the political upheaval and protests against the government of Otto Perez Molina. *Acción Ciudadana* was in political opposition to the previous government and therefore had refused to participate in its OGP processes, however, they are now trying to work with the new government on its anti-corruption and transparency agenda. These two CSOs - ICEFI and *Acción Ciudadana*, along with others, will be invited in Q3 to participate in this core group of CSOs working to strategize civil society for the 3rd OGP Action Plan.

Spanish several Subaward Manual attachments. A draft Request for Applications (RFA) (discussed in more detail below in Cross-Cutting) for the first round of CSO subawards was shared with the AOR as a reference in reviewing the Subawards Manual.

CSO Roundtables: As noted in the Executive Summary, the CSO Mapping helped the Project identify CSOs as *Leader*, *High Potential* or *Other Civic Actors* – qualifications that have allowed the Project to determine its type of engagement and level of interventions with the CSOs.

Two roundtable sessions were conducted for 25 CSOs identified as prospective partners. The main objectives of these sessions were to:

- Introduce the Project to a cross section of CSOs operating in Guatemala;

- Become acquainted with the scope of on-going or planned anti-corruption initiatives led by participating CSOs;

- Collect information on areas prone to corruption and on perceived priorities to effectively address and mitigate corruption risks in Guatemala.

The session on February 24th included 14 participants (10 men, 4 women) made up of representatives from 11 CSOs focusing on Youth, Women, and Indigenous peoples[24]. Seven High Potential, three Other Civic Actors and one other CSO were represented among the participants. The exchange of information made clear the importance of citizen participation in public matters; the existence of a common interest to work together towards public policy reform; and the significance of transparency within the organizations, especially when working in a coalition or alliance.

The February 25th roundtable included 19 participants (10 men, 19 women) representing 14 CSOs – among which were eight High Potential, one Other Civic Actor, and five other CSOs.[25] The exchange of information highlighted the importance of civil participation in state reform; the necessity of CSOs to define their goals and strategies; and their awareness for the need to include gender issues when conducting a social audit.

A list of those CSOs invited indicating which participated in the Roundtables is included in **Appendix I.**

February 25, 2016. Roundtable with High Potential CSOs and Other Civic Actors (Photo: CSAGCS)

These two separate sessions were held in order to have smaller groups and more in-depth discussion with the participants, wherein the participants were able to share their experiences, current work and point of views regarding the actual political context. Counterpart used this as an opportunity to also facilitate

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[24] **High Potential**: Congreso Transparente; CENACIDE: Fundación Sobrevivientes de Violencia Doméstica; Guate Cívica; Alianza Joven; CICAM; Komon Mayab´; Asociación Vecinos por Mixco; **Other Civic Actors**: Soy un Ciudadano; Transparente.gt; Kilómetro 0

[25] **High Potential:** DOSES; Grupo Guatemalteco de Mujeres /Rednovi; Grupo Guatemalteco de Mujeres; Comité del Lago de Amatitlán; IEPADES; URL / DIP; SODEJU / FUNDAJU; CEGSS; DEMOS; CIIDH; INAIG/AIG Grupo de Apoyo Mutuo; Guatemala Visible; CentraRSE; INTEGRARSE.

introductions and interaction among the CSOs in the hope that future networks and alliances could be built as a result of these meetings. In addition, the Project's staff had the opportunity to meet personally with potential partners and gain a better understanding of the context and activities being performed by civil society.

One-on-One Meetings with CSOs: The Project team also met with a number of *Leader* CSOs and *Other Civic Actors* to introduce them to the Project and become acquainted with their current and future work in connection with accountability and transparency. These meetings allowed the Project team to become familiar with the range of transparency and anti-corruption work undertaken by these CSOs, as well as the challenges the CSOs face in implementing those activities. These included one-on-one meetings with the following CSOs:

1) Movimiento Pro Justicia – *Leader* CSO (January 11)
2) Fundesa - *Leader* CSO (January 13)
3) Movimiento Cívico Nacional - *Leader* CSO (January 20)
4) Colectivo de Organizaciones Maya Komon Mayab (January 21)
5) AmCham (February 2)
6) Acción Ciudadana - *Leader* CSO (February 3)
7) Red Nacional por la Integridad (February 9)
8) Kilometro O (February 11)
9) DOSES (February 12)
10) Instituto de Estudios Comparados en Ciencias Penales de Guatemala – *Leader* CSO (February 16)
11) Justicia Ya (February 16)
12) Fundación Mirna Mack – *Leader* CSO (February 17)
13) Laboratorio de Medios (February 19)
14) CALAS - Leader CSO (February 22)
15) Movimiento Cívico Nacional (March 9)
16) CEG (March 22)

Additionally, on March 30, Counterpart's Chief of Party (COP) was invited to make a presentation on the Project's objectives and planned activities at the monthly meeting of the Corporate Social Responsibility Committee of the American Chamber of Commerce. This provided the Project with the opportunity to approach private sector representatives with seemingly shared interests on promoting good governance. As a result, two member organizations of the referred Committee (Latin American Resources and *Grupo Cobra*) have already approached the Project requesting one-on-one meetings to explore areas of cooperation.

March 30, 2016, Project presentation before the members of AmCham's Corporate Social Responsibility Committee (Photo: G. Arrivillaga)

CROSS-CUTTING ACTIVITIES

CSO Mapping Exercise
In early December 2015, the Project initiated a prospective mapping of CSOs as a preliminary step to filter potential subgrantees in target areas. As a result of the mapping exercise, which was completed in January 2016, the Project classified 10 CSOs as *Leaders* and 21 as *High Potential.* The criteria for measurement was as follows: 1) Institutional experience on the implementation of good governance and accountability initiatives; 2) Impact of implemented initiatives; 3) Membership in coalitions/networks of likeminded CSOs; 4) Administrative capacities; 5) Visibility and references in media (traditional outlets and social media). *Leader* CSOs are defined as those CSOs already achieving significant impact in the areas of transparency, anti-corruption and responsive governance. *High Potential* CSOs are defined as those CSOs with significant potential for increasing their impact in the areas of interest to the Project. Additionally, other CSOs were classified as "*Other Civic Actors*" to be invited for training or other activities outside of the Organizational Development Process. Contact information for all identified CSOs may be found in the Project's Knowledge Management Portal Database of Local Contacts.[26]

However, during Q2 additional organizations submitted questionnaires, bringing the total to 73 CSOs, 39 media outlets and 9 academic institutions at the end of March 2016 (see the table below for a breakdown of each type of CSO identified). The addition of these CSOs to the mapping exercise did not affect the identification of *Leader* CSOs, which was its primary use for the Project.

Table 1. CSOs Identified as of end of Q2

Category of CSO	Number in the Mapping
Leader	10
High Potential	32
Other civic actors	7
Not classified[27]	24
Total	73

Based on this identification process, the Project determined that the 10 *Leader* CSOs will be invited to present applications under the first, limited-release phase of our Subaward process. The list of CSOs in the Mapping will now serve as our Local Contacts Database (to which the Project will continue to add new CSOs on a continuous basis) to invite CSOs for future full and open competitions.

Institutional Strengthening Combined Subgrants: Phase 1
Limited-Release RFA for *Leader* Organizations: At USAID's request Counterpart submitted a revised Subaward Manual for USAID approval on March 9, 2015. In order to facilitate a quick startup of subgrant-making activities upon the manual's approval, the Project also drafted a limited-release RFA for Phase 1 of the Subaward Program. The RFA will be finalized and issued to the 10 target CSOs identified in the CSO

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[26] The CSO Mapping Report with associated documents was submitted as Annexes 1-3 to the Project Quarterly Report submitted January 30, 2016.

[27] Counterpart sent questionnaires to 73 organizations – 24 of these have yet to respond as of the writing of this report, and as such they are now considered 'not classified.'

Mapping as *Leader* Organizations in the coming quarter. Upon review of the applications Counterpart will award up to 8 subgrants to selected organizations.

OD Orientation: The Project also invited the 10 *Leader* CSOs to an OD orientation session on March 17, 2016. The session explained how the OD process fits into the Project's Subaward Program and allowed Counterpart to invite the CSOs to participate in an initial OD assessment and action planning session. The decision to start the OD process while waiting for approval of the Subawards Manual was a strategic move to further advance work with these CSOs, regardless of whether or not the organization is selected in Phase 1 as a subgrantee (more details discussed in Objective 2 Section). Furthermore, Counterpart believes that the results of the assessment will be helpful for any CSO and if they are not selected under Phase 1, they will still be able to utilize the OD action plans themselves and they will have a 'leg-up' in the application process for phase 2 and in subsequent years.

Public Outreach and Communications Tools
Program Website: The Project prepared a draft structure and Request for Quotations (RFQ) for the design of a Project website. This tool is intended to report on public activities and to make available to CSOs a range of basic capacity building tools and resources on-line. Three[28] of the companies that sent their quotations on March 7 complied with the formal requirements of the request. A Selection Committee (SELCOM)[29] was formed following Counterpart´s Procurement Manual, and on March 11, the SELCOM received all three proposals to begin the evaluation process. As of March 31, the SELCOM prepared preliminary results of the evaluation and the Project will finalize procurement process and initiate the design and content development in Q3.

The Project Website's main purpose is to be a useful tool for all CSOs that want to play a more effective role in addressing accountable governance and corruption. The site will include: general information of project activities (i.e. calendar, newsletters); partnership opportunities (i.e. RFAs); toolkits (best practices, methodologies, and trainings developed under the Project); and information on OD assessments.

Training and Customized Technical Assistance
Access to Information Training: The Project's technical team developed a training plan for Access to Public Information to be provided to CSOs in Q3. Access to public information is an essential tool for social audits, transparency and anti-corruption work in general. It is not only an essential part of the Project's overall training plan but a crosscutting issue in CSO's ability to promote accountable governance and combat corruption. The course was designed and will be facilitated by Counterpart's M&E Manager and IFES' Social Audit Specialist engaging a series of guest speakers who have in-depth knowledge on the subject of Public Information Access.

The training is set to begin on April 12 and will continue for five weekly four-hour sessions. The objective of this training is to strengthen the capacity of CSOs to use the Access to Public Information Law efficiently and effectively in promoting transparency in public institutions. The invitation was e-mailed on March 31st to all organizations identified in the Project´s CSO Mapping. The Project expects 20 CSO representatives to participate. The agendas for each of the five sessions, as well as the course syllabus, is found in **Appendices II and III** respectively.

Upon completing the course, CSO participants will be able to: understand and apply the legal standards governing access to government records in Guatemala; learn how to file appeals against negative responses to freedom of information requests; identify institutional and procedural shortcomings hindering access to

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[28] Grupo Perinola, BBDO and HAPICORP.
[29] Composed of Counterpart's COP, OD Specialist, and Grants Officer.

government information; and discuss and propose reforms to improve the legal framework upholding access to public information rights in Guatemala.

Training Course Procurement and Contracting: The Project team has also begun preparations in Q2 to conduct a course in Q3 for CSOs on the Law on Procurement and Contracting and its amendments passed in Congress in December 2015 as a result of the political protests of that year. These amendments establish more effective mechanisms of control that increase the state's integrity and transparency. However, despite the relative benefits of an improved Government Procurement Law, the current government does not yet have an implementation plan for these reforms. Therefore, there is an immediate need to strengthen the capacity of civil society for social audit and anti-corruption activities. CSOs have expressed that it is important for them to be updated on the changes made to the law and to improve their knowledge on this law so they can be more effective watchdogs of public expenditures and improve social auditing processes.

The Project's Accountability Specialist has taken the lead on organizing this course including identifying expert instructors. All CSOs included in the Project's CSO mapping will be invited to participate but the course will be capped at 30 participants.

PROJECT OBJECTIVE ONE: SUPPORT TARGETED CSOS' EFFORTS TO PROMOTE ACCOUNTABLE GOVERNANCE AND COMBAT CORRUPTION

Result 1.1 – Increased number of CSO that can effectively conduct advocacy for reform processes and the monitoring and auditing of state performance and compliance

1.1.a Support Execution of CSO-Driven initiatives to Promote Accountability and Curb Corruption

There were no scheduled activities under this task in Q2.

1.1.b Rapid Response Fund

During Q2, the Project prepared the Rapid Response Fund (RRF) Manual for USAID approval. Once approved, for the Project will release information about RRFs on the Project's website – this will allow for the Project to accept applications for RRFs on a rolling basis responding to both Donor and CSO needs.

1.1.c Coordination and Cooperation with other USAID Initiatives and Other Donor

In coordination with USAID-Guatemala, the Project approached other USAID-implementing partners to better understand their geographic and programmatic scopes, establish the foundations for future coordination, and avoid duplication of programmatic efforts. Meetings were held on February 18 with the Consortium for Elections and Political Processes Strengthening (CEPPS), implemented by the National Democratic Institute, and DAI's Nexos Locales, which is providing technical assistance in support of local development in the Western Highlands – on January 14. The Project will maintain close communications with both implementers in connection with the design of activities aimed at forging coalitions of CSOs, an area in which NDI has acquired extensive experience in Guatemala, and for any future activities that may take place in the geographic focus of Nexos Locales in Huehuetenango, El Quiché, Totonicapán, Quetzaltenango and San Marcos (subject to the expansion of the Project's own work beyond its current areas of intervention).

Counterpart's Chief of Party also held meetings with the UN Office on Drugs and Crime-UNODC (January 19) and the Open Society Foundation (March 7). The purpose of these meetings was to share information on on-going and planned activities linked to government accountability and transparency. As a result, the Project identified that UNODC is working closely with investigative journalists through training activities. The meeting with the Open Society Foundation, which is planning to resume its work in Guatemala to promote democracy and governance, served to open communications channels with their regional representatives.

PROJECT OBJECTIVE TWO: STRENGTHEN INSTITUTIONAL AND TECHNICAL CAPACITY OF TARGETED CSOS

Result 2.1 - Increased Numbers of CSOs Engaged in Transparency and Good Governance Issues with Increased Organizational Capacity

2.1.a Organizational Capacity-Building

The Project held an OD Orientation on March 17th with representatives from 9 of the 10 Leader CSOs invited. Sixteen representatives (8 women, 8 men) attended the workshop. The aim of the workshop was to introduce both the CSAGCS Project and Counterpart's OD Methodology. As a result of this workshop, by the end of the reporting period, six organizations voluntarily enrolled themselves in Counterpart's Participatory Organizational Development Assessment (PODA) process which will commence in early April.

Counterpart emphasized throughout the workshop that while we are currently beginning the PODA and Action Planning process, generally these processes are supplemented by the participating organizations who will also be invited to apply for funds to support their anti-corruption and transparency initiatives through a subaward mechanism, in addition to being beneficiaries of the OD process. It is anticipated, that the first subgrants will be awarded to the selected CSOs from among the 10 *Leader* CSOs during Q3.

March 17, 2016, CSO Leaders are introduced to
Counterpart's Organizational Development Methodology

2.1.b Kick Off and Adaptation of the Diagnostic Tool

Counterpart's OD Specialist was deployed to Guatemala the last week of March to finalize the adaptation and review of the Spanish version of the OD Tools for Guatemala and to train the Project team on Counterpart's OD methodology. As a result of her work with the team, the Project will have 4 adapted tools that will be used throughout the life of the Project; a Self-Assessment Tool (to be used with *Leader* CSOs), an External Assessment Tool (to be used with *High Potential* CSOs), a Simplified Assessment Tool (to be used with *Other Civic Actors*), and an updated OD Reference Guide that will be translated into Spanish in Q3. The Project's PODA team is led by the Capacity Development Specialist and includes other technical team members and the Grants Manager.

2.1.c Conduct Participatory Organizational Development Assessments (PODAs)

The Project plans to conduct PODAs with *Leader* CSOs at the beginning of Q3. By March 31, six of the ten *Leader* CSOs had already signed up to participate.

Result 2.2 – Enhanced Coordination and Collaboration among CSOs Engaged in Transparency and Good Governance, Particularly Spaces for Dialogue and Consensus around Key Issues and Strategies

2.2.a Support for Coordination and Collaboration among CSOs

Analysis of Civil Society Alliances and Coalitions: The technical unit began the design of a tool for analyzing alliances and coalitions of civil society, which aims to help identify incentives and means by which civil society organizations can build alliances, coalitions and networks. The Project team observed that various social organizations have diverse focuses in their anti-corruption work and respond to differently to certain incentives and/or mechanisms. This can affect their ability to manage and successfully promote activities aimed at fighting corruption. The preliminary report of this effort will be issued in Q3.

Open Government Partnership: In late March, the Project started working closely with four core CSOs (*Guate Cívica*, *Congreso Transparente*, DOSES and *Red Ciudadana*) to design a strategy to forge a unified group responsible for revitalizing civil society's contribution to the 3rd OGP Action Plan. Counterpart engaged these four organizations, who were referred by the OGP, due to their past experience working with the open government activities and their influence with both government officials and citizens.

This group is expected to expand shortly to other CSOs, such as *Acción Ciudadana* and the *Instituto Centroamericano de Estudios Fiscales* (ICEFI). All but one of these CSOs, *Red Ciudadana*, have been engaged, in one way or another, in the OGP initiative in the past and are familiar with its objectives and working mechanisms. Furthermore, they have shown an in-depth understanding of the public sector, its motivations and drivers for action, and the underlying reasons behind failed OGP strategies in the past (e.g. advocating for a

The Project hosted the first meeting of the OGP CSO Working Group March 31, 2016 (Photo L. Chavez)

myriad of unrealistic commitments that distracted the government's attention and diluted their individual relevance).

The Project will facilitate the following tasks: 1) define the initial coordination mechanisms and commitments for all participating organizations; 2) prepare a draft plan of short and mid-term activities; 3) discuss how to incorporate other strategic partners into the group; 4) outline strategies to reach out to key GOG representatives; and 5) plan the release, including an info session for CSOs, of the independent evaluation report[30] of the GOG's 2nd Action Plan under the OGP, during which the core CSOs will share their insight on the process, implementation and the outcome of the 2nd OGP Action Plan.

In addition to this initial guidance, the Project will analyze on a case-by-case basis - and in consultations with the USAID Mission - other emerging OGP tasks for support and assistance. In the short term, the Project anticipates supporting the organization of an event to release independent evaluation report (in mid-May 2016), organizing forums and workshops to introduce the OGP mechanism to other CSOs, and starting consultations with a larger group of CSOs to gather their input for the OGP's 3rd Action Plan.

2.2.b Furthering Sustainability through Peer-Learning and Establishing Communities of Practice

There were no scheduled activities under this task in Q2.

V. MONITORING AND EVALUATION

On December 4, the Project submitted its Project M&E Plan for USAID's approval. This included two associated instruments: (1) Performance Indicators Tracking Table covering the Project's proposed targets for the entire implementation period; and (2) Performance Indicators Reference Sheets, which provide detailed definitions and the scope of all proposed output and outcome indicators. During Q2, the team met with USAID on February 22 to discuss their comments on the Project's M&E Plan and submitted revisions on March 1. Subsequently, the team met with USAID on March 31 to respond to questions on those revisions and expects to finalize the M&E Plan accordingly for approval in Q3.

Therefore, while there are no formal indicator results to report in Q2, information on the participants in the project information meetings with CSOs conducted in Q2 are below.

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[30] The independent evaluation of the 2nd OGP Action Plan was conducted by the CSO DOSES.

Table 2. Project Informational Meetings Conducted with CSOs

Event Name	Event Type	Date	Location	# of Participants			# of CSOs	Notes
				Total	Men	Women		
Anti-Corruption and Transparency Work in Guatemala	Roundtable	24-Feb-16	Guatemala City	14	10	4	11	for High Potential CSOs
Anti-Corruption and Transparency Work in Guatemala	Roundtable	25-Feb-16	Guatemala City	19	10	9	14	for High Potential CSOs
Organizational Development Methodology from Counterpart International	Workshop	17-Mar-16	Guatemala City	16	8	8	9	for Leader CSOs

Baseline Evaluation: The Project will conduct a baseline evaluation among key informants (which may include participating CSOs, anti-corruption and transparency advocates, government officials) to capture their capacity, engagement, and role in anti-corruption and transparency initiatives. In March, the Project completed an initial design and submitted to USAID a draft call for proposals to conduct a baseline evaluation among key informants to capture their capacity, engagement, and role in anti-corruption and transparency initiatives. The baseline will serve as a foundation to be followed by Project mid-term and final evaluations, which will allow the Project team to capture and explain comparative success among CSOs in achieving the goals of the Project in terms of implementing effective accountability activities and increasing organizational capacity. This baseline evaluation will be conducted by an external evaluator in coordination with local subject matter experts. The design of the evaluation was initiated in March, with the baseline evaluation planned for May-June 2016.

Knowledge Management Portal: On February 5, the Project M&E Manager worked remotely with Counterpart's HQ Knowledge Management specialist to set up the Project's Knowledge Management Portal (KMP). The KMP is an online portal system that captures generated inputs, outcomes and impacts and allows for data management and analysis in order to effectively monitor and report on Project activities. The KMP will be used to archive project documentation as well as serve as a database of partners, events, media reports, training materials, and training participants.

VI. SPECIAL REPORTING

PROJECT ADMINISTRATIVE UPDATES

Project team recruitment was nearly complete by the close of Q2, with the exception of the following: Accountants, Drivers, Gender Specialist (Palladium staff), and the Deputy Chief of Party. Candidates for the open positions were identified for interviews to begin in March and continue in April. Additionally, Counterpart and its implementing partners – IREX, IFES and Palladium – continued quarterly coordination meetings and both IREX and IFES completed their recruitment of local staff. IREX also deployed their HQ support officer to Guatemala to train the Project's Media Communications Specialist. At the end of Q2, Counterpart was still negotiating the subaward agreement with Palladium.

Counterpart HQ also deployed a number of short-term technical assistance (STTA) to the field to support overall administrative and programmatic startup. The following individuals were deployed and/or utilized through remote assistance:

1. **Grants Specialist (February 15-29, 2016):** In order to support subaward administration/ management, Counterpart conducted five three-hour remote-based sessions for the field grants team on Counterpart's internal grants management practices, formats, timelines and materials. These sessions served as a Training of Trainers for the grants team to be able to conduct orientation sessions with potential applicants for Project subgrant funds.

2. **OD Specialist (March 27-April 9, 2016):** In an effort to contextualize Counterpart's Participatory Organizational Development Assessments (PODAs) to Guatemala, Counterpart deployed its Organizational Development Specialist to provide training and support to the field team and to conduct 2 initial PODAs out of an anticipated 10 for this year.

3. **Knowledge Management Specialist (March 27-April 9, 2016):** Counterpart deployed its Knowledge Management Specialist (same person as the OD Specialist) to develop with the field team the Project's Learning Framework and introduce the team to the Most Significant Change evaluation methodology.

4. **HQ-based Program Officer (PO) (March 6-April 19, 2016; March 27-April 16, 2016):** Counterpart's PO deployed to support the field team with startup activities and provide orientation to staff on Counterpart's Intranet, Procurement and OD processes, and facilitate the PODA team training mentioned above.

5. **HQ-Based Latin America and Caribbean (LAC) Regional Director (March 13-19, 2016):** The Regional Director for LAC deployed to cement relationships with the donor and address any pending questions related to key programmatic deliverables.

6. **Senior Level Governance and Civil Society Specialist STTA (March 29, 2016):** Counterpart deployed its former COP in Yemen to Guatemala to support the Chief of Party (COP) with completing specific Project startup deliverables and to assist with day-to-day management of all aspects of project implementation (technical, financial, compliance, etc.).

During Q2, the Project continued setting up its operations in country. The Project rented, renovated and moved into the permanent project office facilities, nearly completed staff recruitment, and procured IT equipment.

ENVIRONMENTAL MITIGATION AND MONITORING

The Project's Environmental Mitigation and Monitoring Plan (EMMP) was approved on February 4, 2016 and all office renovations were made accordingly that month.

USAID KEY ISSUES

1. Anti-corruption

The Project hosted two roundtables and 1 info session with a total of 34 Guatemalan CSOs to introduce them to the project goals and objectives and the support it may provide to them for anti-corruption related training, activity support through grants, and organizational development. It is envisioned that the Project will work with these CSOs to provide anti-corruption training as well as advocate for more transparent government in the future.

2. *Open Government Partnership*

As described under Result 2.2 above, the Project facilitated an initial meeting of the core group of four CSOs (*Guate Cívica*, *Congreso Transparente*, DOSES and *Red Ciudadana*) to design a strategy to forge a unified group responsible for revitalizing civil society's contribution to the 3rd OGP Action Plan. Counterpart engaged these four organizations, who were referred by the OGP, due to their past experience working with the open government activities and their influence with both government officials and citizens. Furthermore, they have shown an in-depth understanding of the public sector, its motivations and drivers for action, and the underlying reasons behind failed OGP strategies in the past (e.g. advocating for a myriad of unrealistic commitments that distracted the government's attention and diluted their individual relevance).

Counterpart also began working with USAID to vet 6 CSO representatives to attend the Montevideo Conference on OGP in May.

3. *Inclusive Development: Participation of people with disabilities*

The project did not have activities that included persons with disabilities during Q2.

GENDER

In the Gender Strategic Plan submitted to USAID for approval with the First Year Work Plan on December 1, 2016, the Project had included for Q2 plans to conduct training for CSOs on how to prepare a proposal, paying special attention to the integration of gender and social inclusion considerations into planned activities, as well as Gender Equity and Social Inclusion (GESI) Analysis and Integration. Additionally, the Gender Specialist was expected to provide hands-on training to project staff on how to integrate gender and social inclusion into the Monitoring, Evaluation and Learning framework and how to develop a Project-level gender and social inclusion action plan.

However, due to delays in contractual negotiations with Palladium, the Gender Specialist was not yet hired for the Project. These activities will commence in Q3.

TRANSITION AWARD PLAN

The Transition Award Plan will be developed and approved as part of the Year 2 Work Plan, with reporting starting in Year 2.

DEVELOPMENT EXPERIENCE CLEARINGHOUSE (DEC)

Counterpart has had only one document eligible for Development Experience Clearinghouse (DEC) upload – the Q1 Report, however that has yet to be formally approved by the AOR. This will be uploaded once approval is received.

VII. ACHIEVEMENTS

CSO Mapping: The Project completed the initial CSO mapping, providing an updated context for its work in Guatemala by identifying suitable CSO partners across all geographical areas of this project. The two-fold purpose of this tool is to chart the universe of potential grantees with whom the program intends to establish long-term partnerships and identify the *Leader* or *High Potential* CSOs based on their technical expertise and institutional capacities.

With an initial list of CSOs identified and categorized, the Project was able to move forward with planning its approach with CSOs to initiate preliminary actions that feed into the Subgrants Program (OD and orientation meetings) and the trainings scheduled for Q3.

Open Government Partnership: The Project hosted the first and following weekly meetings of the core OGP CSO group, which is currently composed of 4 CSOs working with the government on the 3rd OGP Action Plan. These meetings represent the first step towards establishing a CSO network for collaboration with the new government on the OGP.

VIII.   BEST PRACTICES, SUCCESS STORIES AND CHALLENGES

The Project will identify and report on best practices upon launching its Subaward Program and initiating its technical support activities in support of civil society organizations in the upcoming quarters.

Due to changes in USAID policy regarding branding and marking, the approval of the Project name and Branding Strategy and Marking Plan has been delayed. Consequently, the planned launch of the Project will be postponed until the Project name is approved. The approval of the revised Project Work Plan was still pending at the end of Q2, and the Project continued discussions with USAID regarding the Project's M&E Plan through the end of March 2016.

Additionally, most offices in Guatemala, including CSOs, suspended operations for the third week of March to observe the Easter holiday, delaying the initiation of Organizational Development assessments with CSOs into Q3. However, the team has made a calendar to conduct a PODA nearly each week scheduling three half-day facilitated sessions for each organization in order to ensure that all ten assessments are completed by June.

Lastly, President Morales' delays in appointing key personnel within his new administration has hindered the Project's ability to pursue President introductory meetings with key members of the new government. Under these circumstances, the Project has focused on meetings with CSOs and other key actors in Guatemala with regards to anti-corruption and transparency so that upon appointment of the President's administration, the Project will be an established entity with these stakeholders and can easily conduct introductory meetings with these members of the new government.

IX.   PROGRAMMING PRIORITIES FOR NEXT QUARTER

The project plans the following priority activities for Q3.

Project Launch: Organize and hold the Project's launching ceremony (tentative date subject to approval of programmatic deliverables and consultations with USAID).

CSO Mapping: The Project will update and expand its mapping of CSOs on a regular basis, as new organizations are identified.

Expanding the Technical Capacities of CSOs: Starting in April, the Project will offer a six-day, 4-hour per day training course on "Access to Public Information in Guatemala: Experiences and Lessons Learned." This is intended to strengthen the capacity of CSOs to scrutinize government and advance accountability in the public sector.

In May and June, the Project will also organize a 4-day, 4-hour per day training course on "Government Procurement." This will pursue the following goals: (1) introduce CSO representatives to the Government Procurement Act and its most recent amendments; and (2) enhance the oversight capacities of CSOs to promote transparency and accountability in government procurement.

Support for Coordination and Collaboration among CSOs: The Project will design a methodology and conduct a brief analysis of shared interests, strengths, and needs of CSOs to better understand the incentives and motivations for genuine partnership initiatives. The Project will include in this analysis lessons learned from previous coalition-building initiatives, such as the *Coalicion por la Transparencia* and *Alianza por la Transparencia*, in order to ensure these are taken into account in the design of the Project's coalition-building initiatives.

Institutional Strengthening Combined Subgrants: The Project will initiate the first phase of its subgrantee selection process, by issuing a limited-release Request for Proposals (RFA) for Institutional Strengthening Grants amongst the *Leader* CSOs identified in the CSO Mapping exercise. Upon approval of our Subaward Manual, the Project anticipates awarding subgrants for implementation of targeted activities and institutional strengthening in July 2016, subject to the timely approval from USAID.

Additionally, the Grants Management Unit will conduct an Orientation Meeting on the RFA terms and requirements for invited CSOs. Upon selection of subgrantees and award of subgrants, the Project will design and conduct trainings for subgrantees on Grants Administration and Management, and other customized trainings as identified in their OD assessment and action plans.

Baseline Evaluation: The Project will finalize the Terms of Reference and procure an external consultant to conduct the evaluation in in May-June 2016.

Program Website: Upon completing the selection process of a website designer, the Project will initiate the development of a Project website. This tool is intended to report on public activities and to make available to CSOs a range of basic capacity building tools and resources on-line.

Open Government Partnership: The Project will continue guiding the core group of CSOs responsible for reactivating the work of OGP in Guatemala. This will include assisting CSOs in conducting the following activities: outlining coordination mechanisms and commitments among participating CSOs; preparing a draft plan of short and mid-term activities; discussing how to incorporate other strategic partners into the group; defining strategies to reach out to key GOG representatives; and organizing the release of the independent evaluation report of the GOG's second Action Plan under the OGP. The Project also anticipates sponsoring the participation of the four CSOs currently engaged in the OGP as well as two additional CSOs that have been historic OGP partners at an OGP regional event in Montevideo, Uruguay, to expose them to lessons learned and best practices in advancing CSO/Government cooperation in the fight against corruption. Furthermore, the Project will assist the core group of CSOs in starting consultations with other CSOs to inform the design of the GOG's future OGP Action Plan.

Organizational Development Support to Leader CSOs: The Project's field staff will work with Counterpart's OD Specialists to adapt Counterpart's OD framework and all its tools (assessment, reporting and action planning) to the Guatemalan context. By the end of this participatory process, the Project will have a final OD toolkit adapted to Guatemala's context and potential partners' needs, and the Project staff will have had the training necessary to conduct all the planned OD activities. Upon completing the adaptation of the OD framework and tools, the Project will conduct organizational assessments of Leader CSOs starting in April and finishing in June 2016. Once these assessments are complete, the Project will assist CSOs in developing Action Plans to address priorities for their organizational development.

X. APPENDICES

APPENDIX I: PROJECT ORIENTATION ROUNDTABLES INVITEES AND PARTICIPANTS

INTRODUCTORY ROUNDTABLES FOR CSOs
List of Invitees and Participants

Organizations highlighted in green are those that participated in the event.

GROUP 1 – February 24

Invited	Category
1. Red Ciudadana	High Potential
2. Asociación Jóvenes X Guate	High Potential
3. Justicia Ya	High Potential
4. GONVERGEMUJERES	High Potential
5. Paz Joven	High Potential
6. KOMON MAYAB	High Potential
7. Fundación Esquipulas	High Potential
8. Congreso Transparente	High Potential
9. Guate cívica	High Potential
10. CENACIDE	High Potential
11. Diálogos	High Potential
12. Fundación Red de Sobrevivientes de Violencia Doméstica	High Potential
13. CICAM	High Potential
14. TZÚNUNIJA	High Potential
15. Soy un ciudadano	High Potential
16. CEUG	Other civic actors
17. Asociación vecinos por Mixco	Other civic actors
18. Colectivo Jóvenes de Guatemala	Other civic actors
19. Primero Guatemala	Other civic actors
20. Kilómetro 0	Other civic actors
21. Transparente.gt	Other civic actors
22. AGIP	Not classified
23. Asociación gente positiva	Not classified
24. Centro de desarrollo integral comunitario	Not classified
25. Asociación servicios y apoyo al desarrollo de Guatemala	Not classified
26. Guate active	Not classified
27. Levantemos la Voz	Not classified
28. Alianza Joven	Not classified
29. APREDE	Not classified

GROUP 2 – February 25

Invited	Category
1. Comité del Lago de Amatitlán	High Potential
2. CEGSS	High Potential
3. Universidad Rafael Landívar	High Potential
4. DOSES	High Potential
5. Centro Internacional para Investigaciones en Derechos Humanos	High Potential
6. IEPADES	High Potential
7. INAIG Instituto de Analistas Independientes de Guatemala	High Potential
8. Guatemala visible – movimiento nacional por la integridad	High Potential
9. Fundación Pro Paz	High Potential
10. ANADJU / SODEJU	Other civic actors
11. GAM	Not classified
12. DEMOS	Not classified
13. Movimiento Semilla	Not classified
14. CentraRSE	Not classified
15. Integrarse (additional)	Not classified
16. Vital Voices	Not classified
17. GGM	Not classified
18. Asociación de mujeres alas de mariposa	Not classified
19. CODEFEM	Not classified
20. Un Jóven Más	Not classified
21. Organismo Naleb	Not classified
22. Asociación Amigos del País	Not classified
23. Fundación para el desarrollo comunitario	Not classified
24. FUNDEMIX	Not classified
25. Instituto para el desarrollo económico social de américa central	Not classified
26. ASEVIN	Not classified
27. Asociación para el Estudio y Promoción de la Seguridad en Democracia	Not classified
28. CONGCOOP	Not classified

APPENDIX II: PUBLIC ACCESS TO INFORMATION TRAINING COURSE SESSIONS AGENDAS (IN SPANISH)

See separate attachment.

APPENDIX III: PUBLIC ACCESS TO INFORMATION TRAINING COURSE SYLLABUS

See separate attachment.

APPENDIX IV: EXECUTIVE SUMMARY IN SPANISH

See separate attachment.

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FROM THE AMERICAN PEOPLE

Civil Society for Accountable Governance Project

Síntesis Ejecutiva

Informe Trimestral

Síntesis Ejecutiva

El Proyecto Civil Society for Accountable Governance and Citizen Security31 (CSAGCS) es un programa de cinco años financiado por la Agencia de Estados Unidos para el Desarrollo Internacional (USAID – por sus siglas en inglés) bajo el marco de referencia del acuerdo de The Global Civil Society Strengthening Leader with Associates (GCSS-LWA). El objetivo general del Proyecto es fortalecer y desarrollar la capacidad de organizaciones de la Sociedad Civil (OSC) en Guatemala para que asuman un papel más eficaz en atender temas de transparencia, rendición de cuentas y la problemática de corrupción en el país. El proyecto desarrollará la capacidad de la sociedad civil a través de dos objetivos complementarios: Objetivo 1: Brindar apoyo a los esfuerzos de las OSC en la ejecución de iniciativas de transparencia, escrutinio ciudadano, rendición de cuentas y otros mecanismos anti-corrupción; y Objetivo 2: Fortalecer las capacidades técnicas e institucionales de las OSC seleccionadas. El Proyecto es implementado por Counterpart International, Inc (Counterpart) en alianza con Palladium, International Foundation for Electoral Systems (IFES) e International Research and Exchanges Board (IREX).

Este reporte abarca el segundo trimestre (enero a marzo de 2016) del primer año de implementación del Proyecto. Durante este periodo, el Proyecto avanzó más allá del establecimiento de sus operaciones iniciales al entablar relaciones con organizaciones de la sociedad civil local y otros actores claves que trascendieron al grupo inicial identificado a través de un mapeo de organizaciones de la sociedad civil el trimestre previo. Dicho instrumento se desarrolló a fin de evaluar sus capacidades y áreas de especialidad y de tal forma identificar su idoneidad para ejecutar actividades técnicas y constituirse como subdonatarios del Proyecto. El mapeo de OSCs sirvió como fundamento para filtrar, pero no limitar, la identificación de futuros sub-donatarios y socios estratégicos (a identificarse en el próximo trimestre), así como áreas de coordinación y formación de coaliciones de OSCs.

Adicionalmente, el Proyecto comenzó a llevar a cabo reuniones de manera individual y en grupo con OSCs para introducirles a los objetivos del Proyecto y compartir con ellas las oportunidades disponibles para involucrarse en iniciativas orientadas a fomentar el combate a la corrupción y transparencia, así como su propio desarrollo organizacional (OD). El instruir a las OSCs sobre la naturaleza del Proyecto, enfatizando su enfoque de desarrollo organizacional, fue particularmente relevante ya que la gran mayoría de los fondos de cooperación dirigidos a OSCs se han encausado tradicionalmente a la implementación de actividades, y muchas de las OSCs guatemaltecas (ej. *Acción Ciudadana*, ASIES y *Fundación Myrna Mack*) han sido beneficiarias de fondos internacionales de una forma u otra desde la firma de los Acuerdos de Paz de Guatemala en 1996, o aún antes.

El Proyecto también facilitó la primera reunión de un grupo núcleo de cuatro OSCs locales dispuestas a impulsar --en coordinación con el Gobierno de Guatemala-- el desarrollo de la próxima ronda de compromisos (plan de acción) bajo la Alianza de Gobierno Abierto (AGA o OGP). El facilitar la colaboración y coordinación entre OSCs constituyó el primer paso para asegurar una respuesta organizada y participación de la sociedad civil en el desarrollo del tercer Plan de Gobierno Abierto de Guatemala 2016 – 2018.

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1 De conformidad con nuestro Acuerdo de Cooperación, el nombre del Proyecto es "Civil Society for Accountable Governance and Citizen Security (CSAGCS). Tras conversaciones con USAID a partir del 6 de noviembre de 2015, USAID solicitó a Counterpart retirar el término "Citizen Security" del título, creando el nuevo acrónimo CSAG; sin embargo, hasta que USAID formalmente modifique el Acuerdo de Cooperación, Counterpart deberá seguir empleando este nombre completo y su acrónimo correspondiente.

2 *Reporte del Mapeo de Organizaciones de la Sociedad Civil (OSC)* del Proyecto USAID Civil Society for Accountable Governance –Guatemala, enero 2016

El equipo del Proyecto también respondió a las preguntas de USAID con respecto a nuestros productos entregables (Plan de Trabajo, Plan de Monitoreo y Evaluación, Manual de Donaciones, Manual de Fondos de Respuesta Rápida, Estrategia de Marca y Plan de Mercadeo). El lanzamiento oficial del Proyecto, su website y mercadeo externo han sido postergados a la espera de una respuesta de USAID con relación al nombre del Proyecto a fin de cumplir con las nuevas regulaciones de USAID en relación a nombres de proyectos e imagen.

El reclutamiento de nuevo personal del proyecto prácticamente se concluyó al cerrar el trimestre, con la excepción de los siguientes puestos: Contadores, Pilotos, Especialista en Género (Personal de Palladium) y el Subdirector de Proyecto (ya que el tercer candidato propuesto a USAID no fue aprobado como personal clave). Para asistir al personal de campo del Proyecto en este período crítico, la sede de Counterpart desplegó varios asesores técnicos de corto plazo para apoyar la puesta en marcha administrativa y programática. Los siguientes individuos fueron desplegados y/o brindaron asistencia remota.

- **Especialista en Subvenciones** (Del 15 al 29 de febrero de 2016) para apoyar la administración y el manejo de las donaciones.

- **Especialista en Desarrollo Organizacional** (Del 27 de marzo al 9 de abril de 2016) para adaptar las herramientas de Counterpart al contexto de Guatemala y capacitar al personal del Proyecto en estas metodologías.

- **Especialista en manejo de Conocimiento** (Del 27 de marzo al 9 de abril de 2016) para desarrollar el marco de referencia e introducir la Metodología "Most Significant Change".

- **Oficial de Programa de Sede.** (Del 6 de marzo al 19 de abril de 2016) para proveer orientación al personal sobre Intranet de Counterpart, Compras y procesos de Desarrollo Organizacional, así como facilitar la capacitación del equipo de Desarrollo Organizacional mencionado arriba.

- **Director Regional para Latinoamérica y el Caribe con base en casa matriz.** (Del 13 al 19 de marzo de 2016) para cimentar las relaciones con el donante y responder a cualquier pregunta pendiente relacionada a los principales entregables programáticos.

- **Especialista Senior en Gobernabilidad y Sociedad Civil.** (29 de marzo de 2016) para apoyar el desarrollo y finalización de los entregables específicos del Proyecto y asistir con el manejo del día a día del Proyecto.

Durante este trimestre, Counterpart y sus socios ejecutores – IREX, IFES y Palladium continuaron con la coordinación de reuniones trimestrales para asegurar la ejecución exitosa del Proyecto. IREX e IFES completaron su contratación de personal local e IREX desplegó a su personal de enlace para Guatemala con el fin de capacitar a su nuevo especialista de Comunicaciones y Medios. Las negociaciones con Palladium respecto al convenio de sub-donación estaban siendo finalizadas al final de este trimestre.

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[3] Al 29 de abril de 2016, el plan de trabajo ha sido aprobado, pero hay otros productos entregables que se encuentran aún pendientes de finalización.